TAHOE REGIONAL PLANNING AGENCY REGIONAL PLANNING DEPARTMENT REQUEST FOR PROPOSALS (RFP)

State Route 89 Emerald Bay Corridor Environmental Analysis RFP #240012

Announcement: February 9, 2024

Project Description: TRPA seeks qualified consultant(s) to prepare a joint CEQA/NEPA/TRPA

environmental analysis and technical studies for a multi-use trail, parking, and transit infrastructure along 8-miles of the State Route 89 Corridor at Emerald

Bay and DL Bliss State Parks

Evaluation: Proposals will be evaluated according to the criteria in section 4 of this

document.

Deadline: Bidding Firms' Questions Due – February 16, 2024, 11:59pm PST

Deadline for Proposal Submissions - March 1, 2024, 11:59pm PST

Questions: All questions should be submitted in writing to the RFP Coordinator:

Rebecca Cremeen

Tahoe Regional Planning Agency

PO Box 5310

128 Market Street Stateline, NV 89449

775-589-5214

rcremeen@trpa.gov

1. Introduction and Agency Background

Introduction:

The Tahoe Regional Planning Agency (TRPA), United States Forest Service (USFS) Lake Tahoe Basin Management Unit (LTBMU), and California State Parks request proposals from qualified professionals and consulting firms to prepare a joint California Environmental Quality Act (CEQA) Environmental Impact Report (EIR), National Environmental Quality Act (NEPA) Environmental Impact statement (EIS), and Tahoe Regional Planning Agency (TRPA) EIS for the next phase of State Route 89 Recreation Corridor Planning. multi-use path, transit service, and parking relocation could ease traffic congestion, improve safety, and provide alternative travel modes to Emerald Bay, DL Bliss State Parks, and USFS trailheads at Bayview and Eagle Falls. An environmental impact analysis and public engagement is needed to guide decision making. Services requested include 1) Preparation of the EIS/EIS/EIR; 2) Technical Studies to support the environmental analysis; and 3) Public Engagement and Facilitation.

TRPA Background Information:

Established in 1969, by a Federally sponsored, interstate compact between California and Nevada, TRPA is authorized under California law (California Government Code sections 66800 through 66801), Nevada law (NRS 277.190 through 227.200), and Federal law (PL 96-551).

The mission of TRPA is to "lead the cooperative effort to preserve, restore, and enhance the unique natural and human environment of the Lake Tahoe Region, while improving local communities, and people's interactions with our irreplaceable environment." TRPA is the leading partner for plans and actions to preserve the environment of the Tahoe region. TRPA establishes transportation and land use policy as the region's Metropolitan Planning Organization and works with local, regional, state, and Federal organizations and governments to facilitate a cooperative approach in implementing these plans and programs. The TRPA Regional Plan is designed to maintain a healthy natural environment, meet adopted environmental thresholds, maintain social and economic health, and allow orderly growth in the Region.

TRPA is governed by a 15-member Board. California and Nevada each have seven members comprised of elected officials and governmental appointees. In addition, a non-voting member is appointed by the President of the United States. Further information can be obtained at TRPA's website at www.trpa.gov.

TRPA is granted environmental planning and regulatory authority at Lake Tahoe pursuant to the Tahoe Regional Planning Compact (Public Law 96-551). TRPA requires all projects to be consistent with the applicable development and environmental standards found throughout the TRPA Regional Plan package.

2. Project Description

Background:

The southwest shore of Lake Tahoe rewards visitors and residents with access to some of the most breathtaking portions of the Lake Tahoe basin. These include several of the most popular beaches, parks, recreation sites, and overlooks, such as Emerald Bay State Park, Bayview Trailhead, Inspiration Point Overlook, Eagle Falls Trailhead and Desolation Wilderness, D.L. Bliss State Park, and Meeks Bay Resort. The area is also home to several west-shore residential communities, LTBMU managed lands, and important tribal sites for the Washoe Tribe of Nevada and California.

The Highway 89 Recreation Corridor Management Plan (CMP), completed in 2020, identified a variety of necessary transit, parking, roadway safety, and recreation infrastructure to address congestion in this highly visited corridor and meet the needs of the area's diverse users. The subsequent Cascade to Meeks Trail Study, completed in 2022, considers a multi-use trail between Spring Creek and Meeks Bay. This proposed trail would complete a critical gap of the West Shore Tahoe Trail, which runs from Tahoe City to Camp Richardson, and provide an active transportation alternative to access extensive State Parks and national forest lands. The trail segments are integral to realizing the envisioned Tahoe Trail, a complete multi-use path around the entirety of Lake Tahoe. The feasibility study identified a potential alignment, divided the corridor into trail segments, and identified engineering, environmental, design, and cost estimates. The study was led by a multi-agency Steering Committee comprised of the USFS, CA State Parks, TRPA, El Dorado County, and the Washoe Tribe of Nevada and California.

Project Description

The agencies are proposing to focus this next phase of planning and environmental analysis along eight miles of the corridor at DL Bliss and Emerald Bay State Parks, where transit, parking management, and active transportation infrastructure is most needed (Attachment A- Project Extent).

The northernmost limit of the project area will be the northern boundary of DL Bliss State Park, including Emerald Bay State Park, Caltrans Right of Way along SR 89, and US Forest Service land extending south to where the existing Tahoe Trail terminates near Cascade Lake at Spring Creek. In the feasibility study, the trail is described in buildable segments, the following of which would be included in this project:

- Paradise Flat (that area included in State Park boundary)
- DL Bliss North
- DL Bliss South
- Emerald Bay Vikingsholm
- Emerald Bay Inspiration Point
- Emerald Bay Eagle Point
- Eagle Point
- Cascade

Infrastructure analyzed under this project will support implementation of the CMP Phase 1 Travel Framework (Attachment B). The following elements of that framework include, but may not be limited to:

- Transit service and roadside parking relocations with parking improvements
- Transit turnarounds near Emerald Bay's north and south gates
- Vikingsholm vista parking improvements with northbound bus stop
- Bus stops at Eagle Falls, Inspiration Point/Bayview campground, and Eagle Point campground
- Northbound viewpoint parking near Eagle Falls

Related Plans and Projects

The 2020 Regional Transportation Plan, adopted in 2021, will be updated in 2025 with policy, project development and public engagement beginning in 2024. It will be important to coordinate the programmatic RTP with this focused corridor planning project.

Other plans, processes, and analyses that have been completed or are underway that will inform the project and environmental analysis include, but are not limited to the following:

- Active Transportation Plan
- Vision Zero Strategy
- Transportation Equity Study
- Regional Trails Strategy
- State Route 89 Corridor Planning and Cascade to Meeks Trail Feasibility Study
- Destination Stewardship
- <u>Lake Tahoe Greenhouse Gas</u> Inventory Update
- Meeks Bay Restoration Project

Scope of Work

1. Alternatives Development

The trail feasibility study identified a preferred alignment for the Tahoe Trail based on criteria developed through stakeholder outreach and known environmental, engineering, and operational constraints. The agencies anticipate that this alignment would be one of the environmental alternatives evaluated for this project. Alternatives could consider building portions of a Class I trail, combined with other types of infrastructure or operational approaches for pedestrians and bicyclists to safely access trailheads, vista points and move through the corridor. Preferred locations and type of transit and parking infrastructure was identified in the 89 CMP but should be refined through the alternatives analysis given current conditions and anticipated operational scenarios for transit and parking management.

2. Environmental Analysis

The project is in an environmentally sensitive area and must be designed to comply with Tahoe's rigorous environmental threshold standards. Based on the preliminary work completed for the trail feasibility study and the CMP, the agencies anticipate the environmental analysis would focus on the following resource areas:

Biological and Aquatic Resources:

The trail alignment crosses multiple streams and would be located through or near habitat for protected species including northern goshawk, California spotted owl, Bald eagle, and Osprey.

Soil disturbance, vegetation, and tree removal would be extensive in some areas. Biological resource surveys, aquatic resource delineations, and tree surveys would be required prior to project decision and permitting to understand potential impacts and determine mitigation strategies. A formal aquatic resource delineation would be required prior to design and permitting. The feasibility study identified the approximate number of trees removed along each project area along the trail corridor, which should be sufficient to describe the potential level of significance. However, a tree removal plan and mitigation strategy would be required prior to permitting.

Scenic/Visual Resources:

Iconic Emerald Bay is one of the most visited and photographed sites at Lake Tahoe. The proposed trail alignment could affect multiple designated scenic resource areas. Given the steep slopes and potential for infrastructure to be viewed from scenic roadway corridors and Lake Tahoe, visual simulations would be required. This element of the environmental analysis will be critical to developing alternatives to inform land managers and engage with the public for input prior to project decision.

Cultural Resources:

Known historic and prehistoric sites are present along the project alignment on State Park and Forest Service lands. The project area includes the Vikingsholm Historic District, and the historic SR 89 Bridge over Eagle Creek. A formal cultural resources investigation and report would be required to support the environmental analysis and regulatory permitting.

Transportation:

The transportation analysis should incorporate research from the CMP and Feasibility Study and more recent traffic and visitation data related to the Regional Transportation Plan update and any other relevant studies. While this project is designed to address congestion in the corridor, the analysis must also describe temporary impacts related to construction and a realistic timeline for implementation of all elements of the corridor management plan.

Geology/Soils:

The project is in an area of steep slopes with known landslides and avalanches. One of the most challenging locations for a trail alignment and new infrastructure would be near Emerald Bay and Inspiration Point. Other areas would also require detailed geotechnical and soils studies to determine feasibility of construction. The agencies anticipate that such studies would be conducted in future phases, in part, informed by scenic analysis and public support for certain alternatives.

Safety/Hazards:

Exposure to avalanche, landslides, wildfire, and ability to evacuate during emergencies will be important to disclose through the environmental analysis. The improvements associated with this project are intended to improve transportation safety; however, this must be analyzed alongside the effect of new transportation infrastructure and changes to circulation/visitation patterns in a wildfire evacuation scenario.

3. Technical Studies

TRPA is requesting proposals to complete a biological survey, cultural resource survey and evaluation, transportation/traffic study, and scenic simulations for the project. The technical studies could be proposed as a stand-alone contract(s) or as a sub-contract to the primary environmental consultant.

	Phase	Responsible
Biological Surveys	Environmental Analysis	Contractor
Cultural Resource Surveys	Environmental Analysis	Contractor
Transportation Analysis	Environmental Analysis	Contractor
Scenic Simulations	Environmental Analysis	Contractor
Topographic Survey	Post Environmental/Prior to design	TBD
Geology/Soils	Post Environmental	Contractor
Tree Removal Plan/Survey	Post Environmental/Prior to required permits	TBD
30% Design of trail, transit, and parking improvements	Post Environmental	Contractor

4. Engagement and Outreach

TRPA and contractors conducted extensive public outreach and engagement through development of the CMP and Trail Feasibility Study. A summary of this outreach, key concerns, and stakeholders involved is included in Chapter 1 of the CMP and Appendix E of the Trail Feasibility Study.

The agencies would like to build on relationships established during previous phases of the project and continue outreach to residents, visitors, and disadvantaged communities. Tahoe residents, homeowners that would be affected by the trail, as well as conservation and recreation organizations have been heavily engaged in the process to date and will continue to provide valuable input. The selected contractor would work closely with the TRPA, CA State Parks, and LTBMU to develop outreach strategies and materials to engage key stakeholders and the public. The agencies anticipate the contractor would provide key staff to partner with TRPA in the following engagement activities. (The proposal should assume in-person attendance, unless otherwise specified):

- Agency Steering Committee Work Sessions (alternative in- person/virtual based on frequency)
- Alternatives Development Workshops
- Targeted Stakeholder Group Briefings and Workshops
- TRPA Governing Board and Committee Meetings
- Draft and Final Document Public Workshops

Term of Engagement

It is the intent of the Agency to contract for services presented herein for a 2-year term effective April 15, 2024, and expiring on April 15, 2026.

The Agency reserves the right to extend contract terms to a maximum five-year contract term expiring on April 15, 2029. Contract renewal is subject to the annual review of the Agency, the satisfactory negotiation of terms (including a price acceptable to both the Agency and the selected firm), and the annual availability of an appropriation.

TRPA Budget

As a public agency, TRPA's annual operating budget is constrained. Please take this into account when responding to this call for qualifications.

3. RFP Schedule & Submission Process

Public Records:

The documents submitted in response to this RFP should be considered public information and subject to disclosure. Restrictions on any information submitted, with the exception of the detailed breakdown of hourly rates, may render a bid non-responsive.

TRPA assumes no contractual obligation to enforce any exemption on behalf of a respondent to the RFP.

RFP Coordinator:

Upon release of this RFP, all communications concerning this proposal request should be directed to the RFP Coordinator listed below. All written questions and requests for clarification must be received by the deadline on the RFP schedule listed below. Email shall have the subject stating: "RFP INQUIRY – #2400012 SR89 Env Analysis." Responses will be posted to the website trpa.gov/contact/request-for-proposals/ in accordance with the RFP schedule listed below. The respondent should rely only on written statements issued by the RFP Coordinator:

Rebecca Cremeen
Tahoe Regional Planning Agency
PO Box 5310
128 Market Street, Suite 3A
Stateline, NV 89449
775-589-5214
rcremeen@trpa.gov

Request for Proposal Schedule:

TRPA anticipates the following schedule, which is subject to change:

Date of Announcement: February 9, 2024

Bidding Firms' Questions Due: February 16, 2024, 11:59pm PST

Questions and Answers posted to www.trpa.gov February 22, 2024

Deadline for Proposal Submissions: March 1, 2024, 11:59pm PST

Sealed Proposals Opened: March 5, 2024
Selection of Consultants for Interviews (if necessary): March 11, 2024

Consultant Interviews (if necessary): March 18-20 or 25-29, 2024

Anticipated Award of Contract: April 1, 2024
Commencement of Work: April 15, 2024

Late proposal submissions will not be considered and will be returned unopened to the sender.

Proposal Submission:

Electronic submission of proposals via email, file transfer, or other method is preferred. RFP and cost proposals are submitted separately, and cost proposal is only opened for proposals that meet format requirements. Send electronic submittals to bids@trpa.gov with the subject line "DO NOT OPEN - RFP #240012 SR89 Env Analysis RFP Response [lead firm name]" and "DO NOT OPEN #240012 SR89 Env Analysis RFP Cost Proposal [lead firm name]".

All opened proposals and accompanying documentation become the property of TRPA and will not be returned. Any late proposals will be returned unopened.

Terms and Conditions:

- TRPA reserves the right to amend the RFP schedule or issue amendments to the RFP at any time. TRPA also reserves the right to cancel or reissue the RFP, to reject any or all proposals, to waive any irregularities or informalities in the selection process, and to accept or reject any item or combination of items. TRPA reserves the right to request clarification of information from any bidder or to request supplemental material deemed necessary to assist in the evaluation of the proposal. TRPA reserves the right to accept any agreement deemed by the agency to be in its best interest. This RFP does not obligate the TRPA to accept or contract for any expressed or implied services.
- In the event that the bidder to whom any services are awarded does not execute a contract within thirty (30) calendar days after TRPA approval, TRPA may give notice to such bidder of intent to award the contract to the next most qualified bidder or to call for new proposals and may proceed to act accordingly.
- TRPA will not reimburse any bidder for any of the costs involved in the preparation and submission of responses to this RFP or in the preparation for and attendance at subsequent interviews.
- Selected consultant(s) will be expected to sign the TRPA Consultant Services Agreement listed on <u>trpa.gov/contact/request-for-proposals/</u>. Any desired edits to this agreement should be included in the Contractor's proposal. Desired edits may not be accepted by TRPA.

- The Consultant or its employees may be subject to the provisions of Article III (a)(5) of the Tahoe Regional Planning Compact (P.L. 96-551, 94 Stat. 3233, Cal. Gov't Code Section 66801, N.R.S. 277.200), which requires disclosure of any defined economic interest and prohibits such persons from attempting to influence Agency decisions affecting certain economic interests.
- Bidder shall thoroughly examine and be familiar with these terms and conditions of the TRPA
 Consultant Services Agreement. The failure or omission of any bidder to receive or examine this
 document shall in no way relieve any bidder of obligations with respect to this proposal or the
 subsequent contract.
- Bidder must certify to the best of its knowledge and belief that it and its principals are not
 presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily
 excluded from covered transactions by any federal department or agency. TRPA will verify
 bidders' status by checking the SAM system.
- All subcontractors, if any, used by the selected consultant will require prior written consent of TRPA and will be subject to all provisions stipulated in the TRPA Consultant Services Agreement.
- This contract will be funded by federal and state grant awards and is subject to federal and state
 grant award requirements including, but not limited to, cost principles and administrative
 regulations including but not limited to travel and per diem rates, mileage rates, and allowable
 cost requirements.

4. Minimum Required Proposal Contents

Minimum Required Proposal Contents:

All proposal responses should address the following matters:

Main Proposal – Max Page Limit: 4 (Cover letter, title page, and resumes can be included as attachments)

- 1. <u>Definition of the Project</u>: Indicate your understanding of the Project objectives.
- 2. <u>Project approach</u>: Briefly describe how the Project will be managed, implemented, and evaluated to accomplish the objectives and requirements outlined in this request.
- 3. <u>Team Organization:</u> Briefly describe how the project team will be organized to facilitate effective management, implementation, and evaluation.
- 4. <u>References:</u> Provide a minimum of three (3) client references of similar sized and/or governmental accounts which the bidder has served in a similar capacity over the past two years and/or is currently serving. Provide a contact person, telephone number, and email address for each reference customer. References should be submitted as an attachment to this response.

Cost Proposal - Max Page Limit: 2

Schedule and Cost: Provide a timeline and itemized cost estimate based on the Tasks
described in Scope of Work section. Tasks described in Scope of Work section. Cost estimates
should be based on hourly rates and/or milestones and deliverables. Please provide a "Not to
Exceed" cap and a bid guarantee through April 15, 2026.

W-9 and Proof of Insurance

Submit a completed IRS form W-9. Proof of Insurance will be required if selected under this RFP for a contract award. TRPA contract insurance requirements are outlined in the TRPA Standard Two-Party Contract, available here https://www.trpa.gov/wp-content/uploads/documents/archive/TRPA-Standard-Two-Party-Contract.pdf.

5. Notification and Selection Process

Review of Proposals

After the deadline date the Agency shall review and evaluate all proposals for responsiveness to the RFP in order to determine whether the bidder possesses the professional qualifications necessary for the satisfactory performance of the services required. The Agency shall also investigate qualifications of all bidders to whom the award is contemplated, and the Agency may request clarifications of proposals directly from one or more bidders. In reviewing the proposals, the Agency may consider the following:

- 1. The experience and past performance of the bidder and its agents, employees, and subconsultants in completing projects of a similar type, size, and complexity.
- 2. The Agency may consider Bidder's timely and accurate completion of similar projects within budget.
- 3. The specific recent experience of the bidder and its agents, employees, and sub-consultants in auditing governmental entities and especially transportation entities.
- 4. The feasibility of the proposal based upon the performance and cost schedules, and the methodology to be used by the bidder.
- 5. Bidder's understanding of the work to be completed based upon the clarity of the proposal and responsiveness to this RFP.
- 6. Bidder's proposed language for the Professional Services Agreement.
- 7. TRPA agrees to make a good faith effort to contract with small, minority, disabled, and women owned business enterprises. Accordingly, the TRPA strongly encourages small, minority, disabled, and women owned businesses to reply to this RFP and submit Small Business Enterprise (SBE), Disadvantaged Business Enterprise (DBE), Women Business Enterprise (WBE), Disabled Veteran Business Enterprise (DVBE), or similar certifications as an attachment to this RFP.

Award of Agreement

Upon completion of the review period, the Agency shall notify those bidders whose proposals will be considered for further evaluation and negotiation. All notified bidders may be required to make presentations and negotiate in good faith in accordance with direction from the Agency. Any delay caused by bidder's failure to respond to direction from the Agency may lead to a rejection of the proposal.

If the Agency determines, after further evaluation and negotiation, to award the Agreement, the TRPA Two-Party Contract Agreement shall be sent to the successful bidder for the bidder's signature. No proposal shall be binding upon the Agency until after the Agreement is signed by duly authorized representatives of both the bidder and the Agency.

Should the selected bidder and TRPA be unable to agree to the terms of a contract within thirty (30) calendar days after TRPA approval, TRPA will reserve the right to disqualify the consultant and select another qualified bidder. Should this process not result in the hiring of a consultant, the RFP may be reissued.

The Agency reserves the right to reject any or all proposals, and to waive any irregularity. The award of the Agreement, if made by the Agency, will be based upon a total review and analysis of each proposal and projected costs.

TRPA will contract with the bidder that will best accomplish the project objectives for the best value and in the best interests of the Agency.

Attachment A - Project Extent



PHASE I TRAVEL FRAMEWORK

The first phase of the travel framework is intended to initiate change in the corridor by temporarily utilizing existing facilities and beginning a transit service for Emerald Bay. A bus will run every 30 minutes from the SnoPark to Emerald Bay. The SnoPark's proximity to Emerald Bay increases the number of people potentially served and the likelihood of someone stopping to transition to a shuttle. During this phase it is anticipated that some improvement has been made to the manage the congestion associated with Pope Beach and the Jameson Beach Road intersection. In-depth studies will be conducted in this phase to evaluate the Tahoe Trail feasibility and identify a preferred alignment and to identify a permanent park-n-ride/bike location near the Y or West Way. The reservation and parking management system should be established and revenue generation initiatied to fund the sytem and corridor improvements.

Projects and operations associated with the Phase I travel framework are summarized in the box on page 84.



How People Arrive to Emerald Bay in the Summer¹









Allowed



Transit Service

Bus Routes

SnoPark to Emerald Bay every 30 minutes

Fleet Fleet with Size Spares

2 3

Projected Fleet Costs² \$1,000,000

Projected Annual Operating Costs \$636,000





 $^{^{\,\}mathrm{1}}\,$ Percentages based on 2018 Emerald Bay baseline visitation estimate

² Not inclusive of all costs (e.g., electrification, maintenance facility, etc.)

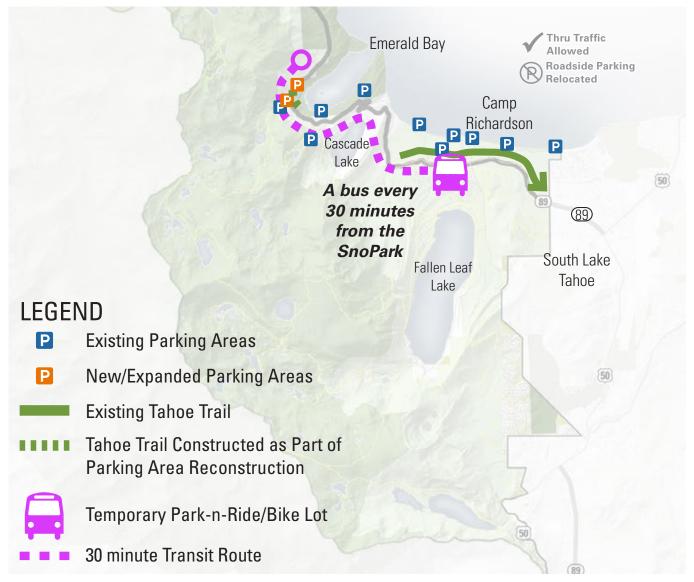


Figure 30: Phase I Travel Framework

Phase I Supporting Infrastructure Projects

Phase I projects associated with the Phase I travel framework include operational, planning, and design efforts that achieve the following:

- Leverage existing resources
- Offer early wins to build momentum for future projects
- Build a platform for operation and coordination in the corridor (e.g., for parking management and transit)
- Evaluate and design project alternatives and opportunities in more detail so they can be constructed in future phases
- Provide facilities needed to support Phase I transit service (enhancements to existing facilities and turnarounds for buses in Emerald Bay)
- Implement projects that have been previously planned and approved
- Improve traffic flow through the Pope to Baldwin Segment

Some projects will be implemented over time and are included in all three phases. For example, improving technology infrastructure and undergrounding utilities may occur as part of other projects and will occur over time in all three phases.

PHASE I SUPPORTING INFRASTRUCTURE AND OPERATIONAL ELEMENTS

- Develop a funding/finance plan with each phase
- Tahoe Trail Feasibility Study
- Evaluate individual site capacities for the corridor, including boat-in capacity for Emerald Bay, and adjust corridor transit and access recommendations based on findings
- Develop reservation, parking management, and revenue system for transit and parking areas and initiate revenue collection
- Utilize a consistent, coordinated system for paid parking at vista points and off-highway parking lots in Emerald Bay
- Reduce roadside parking in Emerald Bay and utilize barriers to assist with increased enforcement and fines for no parking areas

- Phase I point source congestion management strategies for Pope Beach Road and Jameson Beach Road intersections/recreation areas to improve traffic flows and encourage transit use
- Transit stops at Eagle Point Campground, Inspiration Point, Eagle Falls Viewpoint, Vikingsholm
- Transit turnaround improvements near Emerald Bay's north gate
- Project Study Report completion for year-round access and road design improvements through Emerald Bay
- Improve the Vikingsholm and Eagle Falls parking lots, develop transit stops, and link facilities with the Tahoe Trail from the vista lookout past the Vikingsholm parking lot
- Northbound viewpoint parking near Eagle Falls
- Improve SnoPark area for bus circulation and delineate parking
- Convert future emergency pull-outs and viewpoints in Emerald Bay to temporary parking – pave and install temporary meters
- Jameson Beach Road shared use path
- Baldwin Beach Road shared use path
- Pope Beach Road shared use path
- Utilize ITS advance signage & marketing of transit route
- Real-time transit and parking app
- Increased operation budgets
- Evaluate park-n-ride/bike locations at the Y and West Way
- Improve Fallen Leaf Road for emergency and recreation access
- Helipad site designation west of Bayview campground
- Recreation corridor gateway signage and consistent wayfinding and marketing program
- Improved technology infrastructure
- Utility undergrounding
- Incorporate wildlife crossings with Caltrans bridge replacement near Meeks Bay







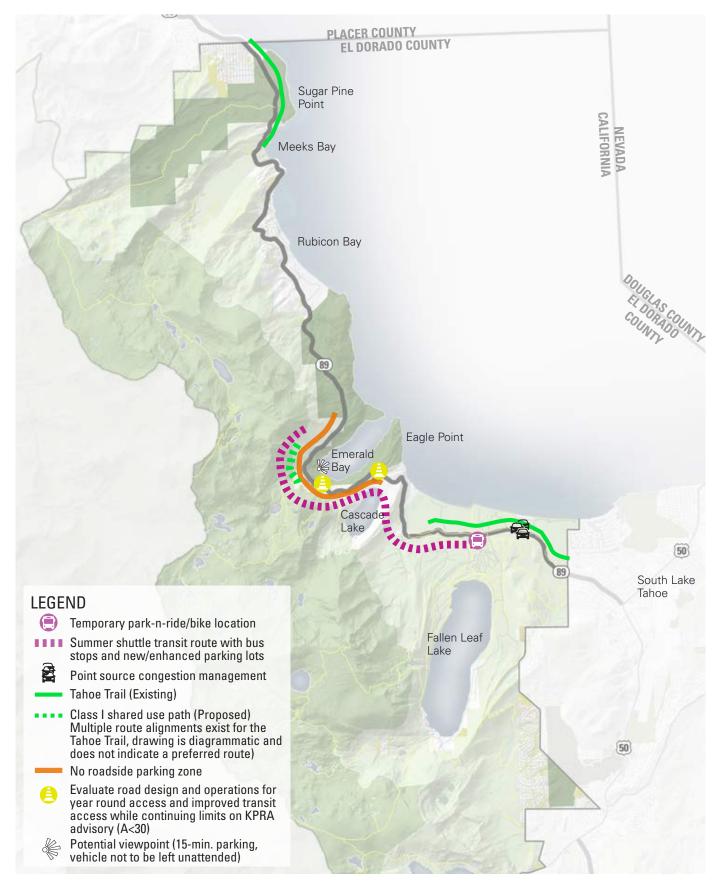


Figure 31: Recommended Projects | Phase I